Leadership & Management

Discussion for Lesson 29: Combat Leadership

Lesson 29 Reading Objectives

1. Comprehend “fighting spirit.”
2. Comprehend how the sailor or marine finds “salvation” in achieving the fighting spirit.
3. Comprehend the “regimental system” and list USN/USMC examples.
4. Comprehend the basic inspiration for soldiers to illogically charge into danger rather than run from it.

Lesson 29 Discussion Objectives

1. Comprehend the concept of combat.
2. Comprehend “fighting spirit.”
3. Comprehend how the sailor or marine finds “salvation” in achieving the fighting spirit.
4. Comprehend the Junior Officer’s responsibility in combat.

Fighting Spirit

- Men and women must be persuaded to defy their own logic and instincts.
  - Situation seems suicidal yet member must press forward.
  - Must obey orders to defy their instincts for self-preservation in the interest of the greater purpose.
  - Set their own lives and welfare at naught.
  - Be prepared to lose family, friends, wealth, even life.

Salvation in “Fighting Spirit”

- The Individual is alone unless he finds salvation in group cohesion and solidarity.
- Comrades in Arms -- a bond with a small group.
- Small Groups bond with other like groups to form a tight unit.
- How these units are grouped and operated becomes the basis for esprit de corps.

Regimental System

- A “culture” of colors, trophies, emblems, and uniforms.
- Operates as a “club.”

Regimental System

- Strict rules of membership
- Oaths
- Haircuts
- Battle Emblems
- Patches
- Awards

Regimental System

- Ball Caps
- Cammies
- Historical memorabilia
- Slogans
- Brown shoes
- Unit battle history
- Unit discipline

Basis of Inspiration

- Belief in National Cause or pride in uniform is not enough.
- In battle, a small circle is formed, including within it only those persons and objects that the soldier believes will influence his immediate fortune.
- The troops are loyal to each other and to themselves.

Junior Officer Responsibilities to be Ready for Combat

- Build resistance to stress, fear, fatigue, time, risk.
- Train to fight.
- Technical skills.
- Physical fitness.
- Develop the will to win.
- Develop leadership.

Next Class

- *Case Study*
- Read: Leadership and Management, Chapter 30

Summary

- Fighting Spirit does not have an equivalent in civilian leadership.
- The Junior Officer is the most important link in the chain of command on the field of battle.